Integration Partner
Program Leadership and Administration Achievement Report
(Deliverable 125.1.1a)
January 2003

Executive Summary

The Integration Partner Integration Leadership provides FSA leadership, the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program. At the present time, the FSA Integration program is in a checkpoint phase as it works to shape and align initiatives with current strategic goals that will lead to a suite of fully integrated student services that are primarily electronic, self-service and real-time.

Integration Leadership Support & Direction Setting

Summary

Integration Partner supports FSA Leadership's establishment of actions required to drive the development of integration projects and initiatives. Preliminary discussions have been held between Integration Partner leadership and FSA's Kay Jacks and Jeanne Saunders to define both the role of the FSA Business Integration Group and the role of Integration Partner within the Business Integration Group. Integration Partner senior Leadership is also working with John Fare, Jeanne Saunders and Pat Bradfield to establish going forward roles for the Integration Partner and its leadership and integration functions under Task Order 126.

Integration Progress and Issues

The following are synopses outlining major initiatives and concerns within the Integration Partner program including the following: Common Origination and Disbursement (COD), Common Services for Borrowers (CSB), CRM4FSA, Integrated Data Strategy, NSLDS II, and Integrated Aid Processing (IAP).

- o **COD**
    - ✓ The COD solution continues to move forward towards release 2.0. The current release provides FSA with a core, single integrated solution to manage aid originations and disbursements.
    - ✓ The Integration Partner believes that the postponement of the development of a single sign on (SSO) solution will affect the COD delivery. At the present time, the Loan Origination system provides a bi-lateral sign on capability to the Direct Loan Servicing System (DLSS). To enable the future single sign on interface between COD and DLSS, a decision needs to be made whether an enterprise SSO solution should be developed or whether COD should develop a sign on/authentication solution that meets its needs. Current timetables plan for the retirement of the Loan Origination system this fall. Any planned development of an SSO solution will need to be completed no later than the

start of GFY2004. Risk of not developing an enterprise solution includes: lack of interoperability with majority of FSA systems and risk of increased development and deployment costs.

- o **CSB**
    - ✓ The CSB team recently delivered an integrated sequencing plan outlining potential next phases of the development of the CSB solution. Discussions are underway to determine the next phase of work, when it will be contracted, and the expectations of both FSA and the Integration Partner within that phase of work. At the present time, the current work effort expires by end of February.
    - ✓ The decision to begin the recompete process for the DLSS contract may impact the delivery of the Common Services for Borrowers solution. At the present time, FSA and the Integration Partner are in discussions dealing with the scope of a Common Services for Borrowers solution. FSA needs to decide no later than the end of February the appropriate timing and expected results required from the Integration Partner as it relates to an overall acquisition strategy for DLSS or valuable resources will be lost.
- o **NSLDS**
    - ✓ Currently no work is being done in this area. The Mainframe to Mid-Tier study delivered to FSA in December showed a greater than 2 to 1 cost advantage for the mid-tier solution.
    - ✓ The Integration Partner team believes that NSLDS II requirements should be determined after some data strategy work has been completed as indicated in FSA Action Item 24 which states, "Conduct NSLDS II Analysis and begin phased implementation of solution". Since NSLDS is a key data repository and reporting tool, its future direction will be heavily influenced by the data strategy task that is currently in the start-up phase.
    - ✓ FSA needs to define the long-term direction for NSLDS reengineering. Without this direction, the overall Data Strategy cannot be finalized, specifically the Quality Assurance Plan and data cleanup efforts.
    - ✓ Discussions are underway to finalize the scope of FY03 activities. FSA needs to come to a conclusion on scope by mid to end of March or performance plan goals will not be achieved.
    - ✓ While some key knowledge resources have been transitioned to the Data Strategy task, significant knowledge base gained through the creation of the detailed design has been lost.
- o **Integrated Aid Processing (IAP)**
    - ✓ FSA's annual cycle for the development of the next FAFSA application (FAFSA 8.0) will need to begin within the early May timeframe. At the present time, the annual performance testing that was performed by the Integration Partner in support of previous releases has not been planned nor contracted for release 8.0. Additionally, based on our review of FSA's strategic action items, any work associated with the FAFSA 8.0 product is not on the January 27, 2003 FSA action item list.
    - ✓ Based on our review of FSA's strategic action items and funding priorities, work associated with CPS enhancements is not on the January 27, 2003 FSA top 18 action item list. Not funding the CPS upgrade initiative will result in the continued maintenance

and operation of the 5 stove-piped application-processing systems in addition to the duplicative functions performed by other FSA business processes. The application processing business processes are part of the student life cycle serviced by FSA and need to be integrated with functions such as origination and disbursement and servicing. Additionally, the application processing systems will not be taking advantage of FSA investments made in processes and functions that directly support application processing, e.g., EAI infrastructure, XML framework, web infrastructure, OLAP capability, etc.

- o **CRM4FSA**
  - ✓ Due to the decision not to move forward with the CRM4FSA initiative, there are a number of issues that affect the entire Integration Partner program. As follows:
    - ▪ Work previously subsumed by the integrated CRM4FSA effort (i.e. Data Strategy, Common Identifiers etc.) are being developed as separate initiatives.
    - ▪ Data Strategy efforts will need further coordination across major integration activities with a focus on identifying core source data stores.
    - ▪ Development of Common Identifiers – Student and Routing Identifiers – will need to be formally established outside of the framework of the CRM4FSA initiative.
    - ▪ Enterprise Release Management will need to be established as an overarching effort to enable that the right efforts are undertaken at the right time.
    - ▪ The Integration Partner transitioned key CRM4FSA knowledge base to other integration initiatives to ensure continuity of integration delivery.

Participation in FSA Business Integration Group
The Integration Partner provides support to the FSA Business Integration Group (BIG). Accomplishments included assistance with the development of a Group charter, outlining existing dependencies among FSA's various integration projects and initiatives, creation of a series of Integrated Timelines and Dependency Views, and management of the agenda for future BIG meetings. Some key integration discussions included:
- o Improving Applicant Data
  - o Presented the draft business justification to the group
  - o Identified potential synergies with data strategy and potential future Common Services for Borrowers scope
- o Common Services for Borrowers (CSB)
  - o Discussed current progress of CSB effort
  - o Identified need to develop scope of CSB in line with FSA's goals to recompete DLSS contract
- o ED PIN Reengineering
  - o Presented the draft business justification
  - o Outlined scope boundaries in line with potential DSG presentation
- o Routing Identifier
  - o Discussed current progress of the common identifier tasks including analysis and design work for the routing identifier.

Development of the FSA Integration Vision

In coordination with the FSA Deputy CIO, the Integration Partner assisted with the development of FSA's 2003 Integration Vision. This summary document details FSA's past and present progress toward modernization, and documents the necessary framework and roadmap for FSA's future target business and technical architecture. The Integration Partner provided the draft document to the FSA Deputy CIO on January 31, 2003 to enable review and revisions throughout the month of February. The Integration Partner is waiting on feedback from FSA to the current draft Integration Vision prior to developing the next draft.

Integration Partner Project Dependency Tracking & Sequencing

In order to align the Integration Partner program with the business needs and strategic objectives of FSA, dependencies, impacts and sequencing plans for key integration initiatives must be identified. The Integration Partner continues to identify and track project dependencies. The dependencies, impacts and sequencing are maintained through multiple documents. The Dependency Tracking Log is under development with the FSA BIG and will be available in future reports. See attached documents: Integrated Master Schedule (as of February 4, 2003).

Progress Against FSA Strategic Objectives

The following table lists key Integration Partner activities and accomplishments ("Contributing") towards FSA's strategic objectives, as well as, delays or cancellations ("Detracting/Delayed") that detract from FSA's Strategic Objectives. Each are followed by an analytical assessment of the impact of those efforts towards FSA's objectives.

Strategic Objectives	Contributing	Detracting/Delayed

FSA Systems Integration and Technology Solution Initiatives	COD
	  o Single origination and disbursement solution implemented in 2002.
	  o Release 2.x will enable retirement of existing legacy systems (RFMS and DLOS).
	FMS
	  o Core financial controls solution interfaces with major FSA operating systems.
	  o FMS provides major systems integration with over 8 FSA and DoED systems.
	EAI Middleware
	  o Middleware architecture enables legacy and modernized solutions to interact in an integrated and common language fashion.
		Common Services for Borrowers
		  o Delay in development will impact ability to integrate existing three legacy systems, DLSS, DLCS and DMCS.

Improve Program Integrity	FMS
	  o Core financial controls solution enables FSA achievement of clean audit
	LaP/LARS
	  o Implementation provides financial partners with ability to conduct transactions with FSA electronically
		N/A

Reduce Cost	eZAudit
	  o Development program on path to enable reduction in cost of managing audits of school financial statements
		eZAudit
		  o Solution awaiting PRA approval from OMB (in process). This delay will impact FSA's realization of full

Reduce Cost (continued)	COD ○ COD solution will begin to generate savings to FSA ahead of schedule in GFY2003	cost savings as planned. CSB ○ Uncertainty in the development of the CSB solution will impact the ability to reduce the costs of the existing legacy systems (DLSS, DLCS, and DMCS). eServicing ○ Delays in promoting the eServicing solution have impacted the ability to increase the savings stream. NSLDS ○ The decision to delay the development and implementation of the NSLDS II solution will impact FSA's ability to reduce its overall cost structure
Improve Human Capital Management	N/A	N/A
Improve Products and Services	FAFSA (Jan 2003 Release) ○ The recent release of FAFSA was performance tested by the Integration Partner. During simulated system peaks issues were identified and resolved. In addition, risk mitigation strategies and contingency plans were developed.	CRM4FSA ○ The decision to stop all work on the CRM4FSA solution will delay FSA's ability to deliver planned improved products and services to its customers.

Integration Efforts Planned for February 2003

The Integration Partner will focus on further developing the following integration areas:

- o Data Strategy – a task order is under development for the Data Strategy task. Current plans include the development of business objectives and as-is data flows depicting the inputs and outputs of key FSA data and data storage systems.
- o Technology Strategies – a task order is under development for the Technical Strategies task, which will look to develop overall business objectives for web portals, web services, data marts, internal data exchanges, and an FSA Gateway.
- o XML Framework – a task order is under development for the XML Framework task. The Integration Partner will continue to formalize the XML Strategy and Approach.
- o Common Identifiers – the Integration Partner continues to develop conceptual designs and approach documents for the Common Student Identifier and the Routing ID (School Identifier). Additionally, the Integration Partner is working with FSA to get this task on contract to enable a full-fledged effort to go forward.
- o Case Management & Oversight – a task order is under development for the Case Management task. Efforts are currently underway to develop requirements and conduct analysis.
- o Common Services for Borrowers – the existing task order is set to expire in mid to late February. Discussions are underway with FSA to either extend the existing task, initiate a new task order, award an ATP, or let the task expire. This effort coincides with FSA's development of an RFP and SOO for the DLSS contract re-competition.
- o Finalization of the FSA Integration Vision – the Integration Partner will continue to work with the FSA Deputy CIO to finalize the initial draft of the FSA Integration Vision. Tasks will include reviewing the Vision document with the FSA Management Council and the Business Integration Group.

The Integration Partner Integration and Leadership team will continue to work with these efforts to drive FSA's integration program towards the accomplishment of its overall goals

Integration Program Level Risks & Issues

The following represent program level risks and issues that have been identified by the Integration Partner program. A superset of these risks and issues are reported by each project team on a bi-weekly basis, discussed within the Integration Partner and a specific sub-set are identified for escalation to FSA leadership within this monthly report.

Risk Watch List

#	Owner	Risk Description	Impacts	Dependent Parties	Risk Category	Open Date	Status	Mitigation Response	Severity	Probability	Level Of Control
3	COD	FSA may not have enough resources to review all deliverables by their due dates.	Impacts design, coding, test planning and test execution.	TSYS Development Staff	Operational	18-Nov	In-Progress	Meetings will be held to prioritize items to be reviewed by FSA.	**High**	Likely	Moderate
5	eAudit	Ability to secure required regulatory changes.	Impact to operations costs, May delay outreach (Federal Register notice)	FSA-Jeff Baker and Randy Wolff	Operational & Financial	1-Feb	In-Progress	Revisit of issue by OGC and IG; Federal Register posting also needs update to include proprietary schools. School mandatory use of eAudit unlikely.	**High**	Very Likely	Moderate
7	EAI	Effort to support CSC's implementation of the staging environment may drain significant EAI team resources.	EAI resources are not available to support other EAI applications or implementations, impacting schedules.	Applications that depend on EAI support.	Operational	31-Jan	New	Working with CSC and FSA to help define the staging approach and implementation plan.	**Medium**	Likely	Moderate
9	eAudit	FSA adoption of new business processes to fully exploit the electronic submission advantages of eAudit.	Modifications to existing business procedures required to incorporate eAudit mods to process. These would be ideal for training.	FSA-Randy Wolff and Ti Baker	Operational	1-Oct	In-Progress	Revised business procedures to be completed by FSA eAudit staff. Staffing to complete task identified and assigned. Delivery to PIP for final authorization. PIP schedules for revision (late March) very close to application deployment to Case Teams.	**Medium**	Likely	Total

Issue Action Log

#	Owner	Issue Description	Impacts	Dependent Parties	Issue Category	Open Date	Target Resolution Date	Status	Priority	Proposed/Actual Resolution
4	Portal Rollout	The System of Record packet has not been submitted to OMB by ED/CIO due to delays between ED/CIO and ED/OGC.	There is a day-for-day schedule delay of the implementation of Release 2 of the Students Portal.	Students, Students Channel, ED/CIO, ED/OGC, OMB	Operational	1-Oct	14-Feb	In-Progress	**Urgent**	Communications with ED/CIO and ED/OGC are on-going, briefing with Terri Shaw scheduled for 1/15/03.
7	COD	Requirements/design sign-off slips due to resource allocation to production problems.	2.0 and 2.1 Development		Operational	15-Dec		In-Progress	**High**	Prioritize resources to review most critical deliverables.
10	EAI	EAI production monitoring capability is not adequate.	Production outages last longer than necessary. Production outages go undetected.	All applications	Operational	1-Jan		In-Progress	**High**	Work with CSC to select appropriate Monitoring Software. Work with CSC to install and configure Monitoring Software.